

00:01 So my research is mostly centered on
00:04 how the organization transformed itself
00:06 and that was a ten-year process plus more really,
00:11 it took several years
00:12 to sort of really re-imagine this police agency
00:16 and I think this is gonna be a great sort of link
00:18 to our conversation that we have today.
00:20 The reason why I was motivated to write the book
00:23 and to do the research was because,
00:26 this was a story of an agency
00:27 that really sort of looked at itself in the mirror
00:30 and said, we need to do something differently
00:31 and they had a lot of pressure from external folks
00:34 and a lot of pressure from internal folks
00:36 and they did a relatively good job in that work.
00:40 So key findings were that it takes a long time
00:44 to really introduce and enact comprehensive change.
00:48 And when I say I looked at a 25 year period-
00:50 <v Jodi>Wow.</v
00:51 <v ->But most of the change happened over a decade.</v
00:54 And when I say, changing police organization means
00:59 and the way that they did it
01:00 and the way that you might imagine a lot of agencies
01:03 might be thinking about doing it today,
01:05 is really looking at all aspects of the organization.
01:09 First, revisiting what is the mission, right?
01:11 What is our mission?
01:13 And perhaps revisiting what is our mission
01:15 and then aligning everything that they do and say
01:20 to achieve that mission.
01:21 So, the key findings were that comprehensive change
01:25 was needed, right?
01:25 So you need to change structure,
01:27 you need to change sort of personnel and HR practices,
01:31 you need to change training.
01:33 And these are the things they did,
01:34 they changed training, they changed personnel,
01:37 they changed performance systems and accountability
01:41 and a significant investment in relationship building
01:44 with the community.
01:46 I mean, things that they had not done before
01:49 and change budgeting
01:51 and change how they allocated their money
01:53 and all of those things were really necessary
01:56 in order to change the culture, right?
01:58 So that's why it took so long.
02:00 Was because you need to change individual pieces,
02:04 slices of the organization
02:06 to sort of embrace this new mission
02:09 and then over time,
02:11 you're sort of changing people
02:12 and all of the things that they do
02:14 and attitudes and everything.
02:15 So it took a lot of political will and leadership-

02:19 <v ->Yeah, yeah.</v
02:20 <v ->And major policy change</v
02:22 and then that sort of trickled down
02:25 to what they did in practice and extreme attention
02:28 to sort of really shifting expectations
02:31 both internally and externally, right?
02:34 So, knowing that the community wanted something different,
02:39 listening to the community
02:41 and then really elevating sort of their responsiveness-
02:45 <v ->Yeah.</v
02:46 <v ->Which interestingly then changed the way</v
02:49 the community saw the police department, right?
02:51 They sort of viewed them as more of a legitimate entity.
02:55 And now, I mean, it's been several years
02:57 since they enacted this change,
02:59 the community expects no less from them
03:03 than what they have established there.
03:06 So, it's just a really interesting story-
03:09 <v ->Yeah.</v
03:10 <v ->Grounded in some solid research</v
03:12 around how complex change is and it's not easy,
03:17 it was not easy, people did not want to change-
03:21 <v ->Really that's for we (laughs).</v
03:23 <v ->Some people were very happy with the status quo</v
03:25 and that's understandable, but you know what?
03:27 You have to engage people in that process,
03:29 I see that a lot now with all of the reform debate
03:32 about policing and you need different groups to be engaged.
03:36 So a lot of interesting lessons,
03:38 I think for how police and other agencies change.
03:41 I mean, even though it was in a police context,
03:44 though it was really about how to change an organization
03:47 to really live up to sort of new ways
03:50 of thinking about what that organization does.
03:52 <v ->It's interesting</v
03:53 because I was working with somebody around,
03:56 some DNI staffer company
03:57 and they were like, well, how long does this change take?
03:59 'Cause they were doing some really intricate, deep change.
04:03 And I was like, three to five years
04:06 and they were like, what can it go faster?
04:09 And I was kind of like, yeah, well, yeah, no (laughs).
04:13 So how did they sustain that will
04:16 for their 10-year cycle of change?
04:20 <v ->Yeah, I think it was...</v
04:22 Well, again, there was a lot of support externally
04:26 for change, right?
04:27 So you had an organization that existed,
04:33 but didn't necessarily have a great reputation
04:38 for being progressive or innovative or engaged, right?
04:42 So, if you think about any organization
04:46 as a bunch of different constituency groups.
04:48 So you had community, you had local officials,
04:51 you even in this case, you had state and federal officials

04:55 with deep ties to the city who really wanted to see change.
04:58 So there was a lot of support.
05:01 There was also an investment
05:03 in accessing external resources, so this is slightly off,
05:10 but never had before had this police department
05:13 ever invested in staff to write grants-
05:16 <v ->Oh, wow!</v
05:17 <v ->Or seek out external partnerships.</v
05:19 And so they did and coincidentally, that was me,
05:25 this was like my life before I came to stop....
05:27 (Jodi laughs)
05:29 I had a lot of access to this research's data, so anyway.
05:36 There was a lot of money coming into the to the city
05:39 to support new technology, new programs,
05:43 though it helped to build the national reputation
05:46 of the agency in some ways sort of there was this
05:49 mutually reinforcing process, right?
05:52 So the more that the agency changed
05:54 and stepped up and did these things,
05:57 the more attention they,
05:58 got more attention they got- <v ->Yeah.</v
06:00 <v ->The more resources they got,</v
06:01 which then fulfilled the need
06:03 in the organization in the city.
06:05 And so there was definitely this cycle of if we do better,
06:09 we're gonna get more attention and more resources.
06:11 <v ->Yeah.</v
06:13 <v ->And so you also have leadership</v
06:15 inside the organization and externally in the community
06:18 and like local officials who saw what a huge impact,
06:23 the change in the Police Department
06:24 was making for other aspects of the community, right?
06:27 Like I said-
06:28 <v ->So they role modeled it.</v <v ->Yes.</v
06:29 <v ->They role modeled it for other people,</v
06:30 well if they can do it, then we can too.
06:33 <v ->Yes and it was half</v
06:34 and then it was because people felt safe.
06:36 <v ->Yeah.</v
06:37 <v ->Businesses were opening, people were moving into the city,</v
06:41 people who lived in the city were spending more time out
06:44 in the city because they felt safer
06:46 and there was sort of this- <v ->Amazing.</v
06:47 <v ->Really interesting, really transformation</v
06:51 and so I think the success sustain them
06:54 and help them adapt, right? <v ->Yeah.</v
06:56 <v ->Because then you had the recession of 2007/08</v
07:00 hit them where they were losing police officers, lay offs
07:07 and the community said,
07:08 we have to be able to sustain
07:10 these types of police community relationships.
07:13 And so it's a challenge to sustain change-
07:16 <v Jodi>It is.</v
07:17 <v ->But you have to adapt, right?</v

07:19 You're not sticking with what you did 10 years ago,
07:22 you're saying, what should we be doing differently?
07:25 And how can we adapt like we have done in the past.
07:28 <v ->Yeah, I love what you're saying</v
07:29 about this idea that we think of changes this,
07:32 okay, I turn the light switch on and now it's light
07:34 whereas before it was dark and changes isn't like that,
07:37 I love how you talking about in terms of an adaptive piece.
07:40 So it's like, how do you build the capability
07:44 so that people within the organization can adapt?
07:47 And I can imagine, as we are seeing across the nation,
07:51 the police it's somewhat of a traditional organization.
07:56 Like many of our organizations are traditional
07:59 and I work at Higher Ed.
08:00 which is a traditional organization.
08:02 So there's a lot of these countervailing forces
08:05 that are forcing this change
08:07 how do you build that capability of adaptability
08:12 in an organization and see those changes?
08:13 <v ->Yeah, this is a great question</v
08:16 and I love this because I just finished a six week class
08:20 on resilience which is sort of in some ways
08:22 where this whole discussion came from.
08:24 And we talked a lot about that
08:25 because whether it's a police organization
08:29 or other organizations
08:30 when you are hit with this kind of shock
08:34 in the environment, right?
08:35 Whether it's a pandemic
08:37 or movement around racial injustice, institutional racism,
08:44 it's these shocks forced leaders, I think,
08:49 to think about how am I doing as a leader?
08:51 How am I preparing my organization, right?
08:54 So how do I prepare my organization
08:56 for what is on the horizon,
08:58 even if I don't know what that is?
09:01 And so I think,
09:03 what I've seen in a lot of my research
09:05 around change in policing
09:09 is useful in this conversation
09:11 because part of what I think needs to be considered
09:14 is how do you create a culture
09:16 where people are comfortable speaking up?
09:17 <v Jodi>Yes, yeah.</v
09:19 <v ->Right?</v
09:20 That's kind of an abstract idea, right?
09:22 So first of all, is you wanna have an organization
09:25 that's comfortable with change,
09:27 comfortable trying new things and even failing
09:30 which is very difficult in a public organization, right?
09:33 You don't wanna to- <v ->Private one, private one</v
09:35 (laughs) <v ->You don't want to end up</v
09:35 in the front page of the newspaper
09:37 and people sort of saying,

09:39 you shouldn't be doing these kinds of things,
09:40 but honestly having some flexibility
09:43 around trying new things with the purpose in mind
09:46 of like, we wanna get better at what we do.
09:48 <v Jodi>Yeah.</v
09:49 <v ->So, I think a culture of change,</v
09:54 a culture where people can speak up
09:55 like that psychological safety,
09:57 like I can talk about- <v ->And teach.</v
09:59 <v ->I can talk about the things that I'm concerned about</v
10:03 or people that I'm concerned about.
10:05 You see a lot of that happening right now
10:07 around police accountability.
10:08 <v ->Yeah.</v
10:09 <v ->And a lot of the reform has to do</v
10:10 with this idea of officers speaking up
10:13 about their colleagues, right?
10:14 <v ->Yes.</v <v ->And that's a major no-no</v
10:17 in like in a traditional hierarchical organization
10:20 where- <v ->Yeah.</v
10:21 <v ->You may be on patrol with this person</v
10:23 and you're gonna need them to back you up
10:25 and so you don't want to be looked at as somebody
10:27 who's a quote-unquote "rap."
10:28 <v ->Yeah.</v <v ->Right, exactly.</v
10:30 But leadership, right?
10:32 So part of what I think about
10:33 when I think about this adaptive type of organization
10:36 is communications like open communication,
10:40 regular communication, giving people the space
10:43 in the organization to talk about what's working,
10:46 what's not working,
10:47 what are we concerned about and diverse perspectives, right?
10:51 So it's not just people who have "Leadership"
10:54 as a result of their title, right?
10:57 But you've got people at different parts of the organization
10:59 who are engaged and that's a challenge, right?
11:03 Because people are busy trying to get work done
11:07 I think that investing you have to be laser focused
11:13 on what's going on in your organization
11:16 just as much as what is going on outside, right?
11:20 So whether or not, if you're trying to reduce crime
11:23 or you have to try to serve more people
11:25 or if you're trying to sell more product,
11:27 you tend to be more focused on like,
11:29 what is the external priorities?
11:33 But one of the things I've learned about
11:35 in this research and my class on resilience is,
11:38 you have to spend as much time
11:40 inside the organization, right?
11:41 Like building up the systems
11:45 that allow people to meet,
11:46 that allow people to have relationships.
11:47 <v ->Yes.</v <v ->That build that trust.</v

11:50 I've done most of my work in public sector
11:53 non-profit and public sector,
11:55 there hasn't been enough time for that.
11:58 <v ->Yeah.</v <v ->Like people sort of like,</v
11:58 oh, we're either trying to raise money
12:00 because we're a nonprofit or we're trying to get work done
12:03 so that it looks like we're getting work done.
12:05 <v ->Right?</v
12:06 <v ->So I think the internal focus</v
12:08 is as important as the external.
12:11 <v ->Its so funny 'cause in my work</v
12:13 I mainly work with businesses and it's the same thing,
12:16 everybody's like so busy we gotta focus on the customer,
12:19 focus on the customer and so the taking care of people
12:21 within the organization and listening to people
12:24 in the organization gets left behind
12:26 and yet that's so valuable.
12:28 And one of the things that I see consistently is that
12:30 because it's not actually measured
12:32 you cant measure customer interfacing pieces,
12:35 you can't measure, or you can,
12:37 but people don't measure a lot of the internal piece
12:39 and so as a result,
12:40 even with the annual engagement survey that people do,
12:44 most times it just put into a deck somewhere
12:47 and talked about and nobody actually makes the changes
12:49 or hold people accountable to it
12:50 and yet that is one of the most important piece is
12:53 and I think we're seeing this in the COVID thing.
12:55 There was a specific question that I wanna answer
12:57 and then I wanna talk to you about COVID for a minute.
13:00 Somebody asks, could you share a specific example
13:02 of a change that you saw in the local police department
13:07 that was transformational and successful?
13:09 <v ->Yeah, so many, but one,</v
13:11 I think that ends up sort of touching upon
13:14 almost everything they do is they completely overhauled
13:17 the way that they trained officers.
13:21 So in most police organizations,
13:22 you have warrant officers and you have civilians,
13:25 but I'll focus on this particular aspect.
13:27 As a traditional militaristic hierarchical institution,
13:33 the agency sort of went along with training
13:36 that happened in other places in Massachusetts
13:39 and they would send new,
13:41 what they would call, recruit officers to this training.
13:44 And after the shift towards
13:47 a sort of a community policing mission,
13:49 instead of sending their new officers
13:52 to traditional training,
13:54 they actually created their own recruit academy
13:57 and their own in-service academy
13:59 where new recruits were trained
14:02 and then every year officers have to receive 40 hours,

14:06 at least in this Massachusetts.
14:08 So many hours of in-service training,
14:10 professional development training,
14:11 they created their own institute
14:14 for training across the board
14:17 and so they said, we want our officers and our community
14:20 to know and behave in certain ways
14:22 so we wanna train them in these ways.
14:24 And then other cities and towns sent their officers there.
14:27 <v ->Oh, that's so cool.</v
14:29 <v ->So, I mean, I think it wasn't just sort of like,</v
14:30 we are gonna change our mission
14:32 and we're gonna change the color of our police cruisers
14:35 to make them a little more friendly-
14:36 <v ->Right.</v
14:37 <v ->By actually literally overhauling</v
14:39 the way that we recruit and train people so.
14:42 <v ->Yeah, I think that's such a key piece</v
14:43 and you got the structure, you got the culture,
14:45 you've got the leadership, you got the skillset
14:48 and then you've got the processes themselves
14:49 and all of it is required for change.
14:52 One of the things that I'm noticing with COVID-19
14:55 is so you and I both deal with a lot of change
14:58 and for those of you listening,
15:00 when you look at change what ends up happening is,
15:02 is there's this period of disruption, right?
15:04 And this is where a lot of resistance shows up
15:06 'cause people are like, oh, I don't like it,
15:07 I don't like it, I don't want to change
15:09 and then people who are embracing it,
15:10 but there's always this period of disruption
15:12 before it starts to solidify in the new way.
15:15 Well, what I've noticed
15:16 and talked with a lot of leaders about is this COVID-19,
15:20 actually created the disruption for us
15:23 and it was all external. <v ->Yeah.</v
15:24 <v ->So the way organizations work,</v
15:26 are completely blown open
15:28 which means there's this incredible opportunity
15:31 to re-solidify without the pain,
15:34 the pain has been done for us.
15:36 What have you seen too?
15:38 <v ->Well, I have and it's interesting</v
15:42 because I was like all of like a lot of people
15:45 who do our kind of work, right?
15:46 We're a teaching in the middle of this.
15:49 I was teaching four classes-
15:51 <v ->Oh, my.</v <v ->During this</v
15:52 major disruption.
15:54 <v ->For those of you listening</v
15:55 and for classes four a professor is actually a lot.
15:57 (laughs)
15:58 <v ->Yeah, at one time.</v

15:59 <v Jodi>It's a lot of work (chuckles).</v
16:01 <v ->Yep.</v
16:02 <v ->Two of my classes were in the MPA program,</v
16:06 graduate students who are working full time
16:08 in public service work
16:09 and then I was teaching in our certificate program,
16:12 also a group of 30 minutes for leaders
16:15 doing all kinds of things.
16:17 So the pain was real.
16:19 I mean, it was real for a lot of people,
16:20 but these were cities and towns and managers and agencies
16:25 who were really trying to shift.
16:26 And it was painful for people, it really was
16:30 but there became sort of this realization
16:33 of how quickly we could shift to do the things
16:36 that they say we could never do, right?
16:38 <v Jodi>Yes.</v
16:39 <v ->So like in some agencies or institutions</v
16:42 there's sort of this mentality
16:44 that you can't possibly work remotely, right?
16:46 And in a lot of government agencies,
16:49 you would have seen that, right?
16:49 Like you can't work with remote, we're taxpayer money,
16:52 you have to be there, people have to see you,
16:54 even though they don't see you.
16:55 (laughs)
16:57 And how I think one of our former,
17:00 one of our alumni had said,
17:01 how nimble government can be.
17:03 <v ->Yeah.</v <v ->And you know this.</v
17:06 So I think it was painful
17:09 and I think you had peers and colleagues and leaders
17:13 who had to attend and have a lot of compassion
17:16 for the anx that people felt.
17:18 And then the fear and the actual reality
17:20 of people being sick and everything like that.
17:22 But also sort of like,
17:24 again, this shock to the system, right?
17:26 It's like the shock to the system that,
17:29 okay, well we have to shift
17:31 and we have to not only shift,
17:34 but change some of our systems to support that shift.
17:37 <v ->Yes.</v
17:38 <v ->And I know that was painful too, right?</v
17:40 Because it's technology and not every agency
17:44 or organization had the personal logical capacity
17:47 or people who even have the skills to do it.
17:49 <v Jodi>Yeah.</v
17:50 <v ->So it will be interesting to see what does stick, right?</v
17:53 It will be interesting to see how many agencies
17:57 and again, I think about government agencies
18:00 who typically don't let people work remotely
18:02 or even some higher ed offices that don't
18:06 and other agencies,

18:08 what's the cost savings to the institution
18:11 for people working remote?
18:13 Do you have to rent as much space
18:14 or pay for as much space, commuting?
18:17 I mean, think about the enormous positive impact
18:21 that this had on climate change-
18:23 <v ->I know.</v
18:24 <v ->And as somebody who commutes this thing, it was a gift</v
18:29 to not have to commute during that time.
18:30 So, sometimes crisis creates opportunity
18:36 and if you have a good leader
18:37 and you have somebody who's willing to listen to people,
18:39 then the things that work will stick.
18:41 <v ->Yeah, I totally agree with you,</v
18:43 I totally agree with you.
18:43 If somebody were in the chat along outright in the chat,
18:46 surely we don't wanna solidify,
18:47 this is the nightmare much better,
18:49 be flexible and open to hearing
18:50 what the new wisdom brings to the situation.
18:53 Totally agree and that's what you and I Brenda,
18:56 always talk about. <v ->Yeah.</v
18:57 <v ->And we talked about it on the MBA,</v
18:59 it's like, adaptability is the name of the game,
19:01 It's like a it's a skill and you can learn how to do it.
19:05 <v ->Well, and I think you have to think about it</v
19:07 in terms of survival, right?
19:10 Like a lot of institutions, including our own,
19:13 we think about that right now if you don't adapt,
19:15 there is actually the threat of survival
19:19 and even government institutions should worry about that
19:23 because privatization is not an uncommon endeavor
19:30 and in sort of taking over government services
19:32 and so, I just think we do have to prepare people
19:37 for being adaptive
19:39 and it's easier for some people and not others
19:41 and that's where leadership I think comes in.
19:43 <v ->Yes.</v
19:44 <v ->You have to, and it can be a great thing-</v
19:47 <v ->Yeah.</v <v ->And really it really can be.</v
19:50 <v ->Yeah, I love it.</v
19:51 <v ->So one of the questions I had for you, Jodi,</v
19:53 had to do with sort of this idea about relationships.
19:58 So, how do you think when we think about
20:00 what's happening right now, so much of being...
20:04 I used sort of COVID as the backdrop, right?
20:07 <v Jodi>Yeah.</v
20:07 <v ->But so much of what we have done in the past</v
20:10 when we work together
20:11 is sort of building relationships-
20:12 <v ->Yes.</v <v ->Right?</v
20:14 And everybody knows how important relationships are
20:18 to getting work done.
20:20 How do you think relationship building

20:21 and relationship management will look in the future
20:24 as it relates to sort of this unchartered territory
20:28 that we're in right now? <v ->Right.</v
20:30 Well, I think it's interesting
20:31 because you were talking earlier about this whole idea
20:35 of the internal work, right?
20:36 And this internal relationship building
20:38 is this internal work.
20:40 One of the things I personally have missed is,
20:42 I miss running, going past and go,
20:44 hey, Brenda we just say hi,
20:46 we don't have to have meet, but I just say,
20:47 oh, there's Brenda, there's another colleague
20:50 and I miss that informal cross or even seeing a student
20:55 or whatever it is I missed the informal running in
20:58 and so I think you have to be more conscious of it
21:02 to build the relationships more overtly.
21:04 And here's the thing that I love about it.
21:06 Is it has taught some people to realize
21:08 that they have to do it, they have to make the effort.
21:11 For example, in my department,
21:12 we were meeting like once every couple of weeks
21:15 and doing just a, hey, let's just have lunch together
21:18 and it was so fun.
21:19 And yeah, it's a little awkward at first
21:21 'cause everybody's trying to figure out
21:22 and look at each other but it makes such a difference
21:25 and the other thing that I've noticed
21:27 that is really important there's
21:29 in terms of some of the businesses I'm working with,
21:31 I've also noticed it with the teams that I work with
21:33 who work with me in the MBA and some of my consulting work
21:36 and also, just working with professors
21:39 is the constancy of or the regularity,
21:43 so like having a weekly meeting at the same time every week
21:46 or calling people up on occasions saying,
21:49 hey, how are you doing?
21:49 And if there's any kind of an emotional issue,
21:53 getting off the computer and calling people up
21:56 and sometimes in Zoom
21:57 but what I've also found is that if it's emotional
21:59 calling people on the phone is actually a little easier.
22:02 So what I've noticed is that people
22:05 have to think more about how to do it.
22:08 The other thing I've noticed is really like
22:10 in terms of leadership is I think
22:12 when we think about the good and bad leaders
22:13 I think it's really exposed right now
22:15 as to who's really strong and who's not,
22:17 is this idea of communication.
22:20 I think historically pre-COVID people under communicated
22:24 and I think some people were able to pivot
22:26 and they actually communicate more
22:28 and so people know what the context is,

22:30 they understand how the decision is made
22:31 and why it was made but I've seen a ton of leaders
22:34 who are still under communicating
22:37 and then this headache will come out and you're like, what!
22:40 Where'd that come from?
22:41 And it's such poor leadership but now it's more visible,
22:45 whereas before it was there and people just dealt with it
22:47 because you had somebody as informal connections,
22:49 that's what I'm seeing.
22:50 What about you?
22:51 <v ->Well, I think one of the things that we had talked about</v
22:54 previously was sort of how much people
22:57 are thinking about leadership
22:58 and really looking at leaders in different ways, right?
23:01 So one of the questions I had had to do with sort of like
23:03 is leadership different?
23:04 Does it look different in the future
23:06 because of this, in some ways, no, right?
23:09 We've sort of talked about this, that it's not, right?
23:11 Like when you have leadership capability,
23:13 you can adapt and you can figure out
23:15 and you have enough emotional intelligence
23:17 to understand sort of the different ways
23:19 that people are thinking about this
23:21 and coming at this and recognizing people's concerns.
23:23 But because at least with the coronavirus,
23:27 this is something we have never experienced before
23:31 and has literally impacted our lives in ways
23:33 that has never impacted anybody, right?
23:36 At least, this particular crisis.
23:40 I think people are looking for leadership to say,
23:42 what do you think I should do?
23:44 What should I be doing here?
23:46 And then some ways I see there's a little bit of a nuance
23:49 to this current situation
23:50 because we're in uncharted territory, right?
23:53 We're not in a place where we can say,
23:55 well, we could look back at so-and-so-
23:58 <v Jodi>Exactly.</v
23:59 <v ->When that happened over there 10 years ago,</v
24:01 or eight years ago,
24:02 or something like that we don't have that.
24:05 In my Resiliency class, we did a couple of things
24:09 we spent a lot of time looking at best practices
24:11 of after action reviews of all kinds of different crises-
24:14 <v ->Oh, cool.</v
24:15 <v ->Not just sort of the hurricane, right?</v
24:17 <v Jodi>Right.</v
24:18 <v ->Not just like the typical ones that we would look at,</v
24:21 but just to look at what is it that you...
24:25 The process of an after action review for folks
24:27 who are not familiar is institutions,
24:30 regardless of whether you're public or private,
24:33 you experienced some kind of shock

24:35 and then at some point you actually stop and say,
24:38 okay, we need to really reflect on what happened there.
24:42 What did happen?
24:44 What was supposed to happen?
24:46 And what could we do differently
24:47 in order to prepare ourselves to either prevent or respond,
24:51 something like that in the future?
24:53 And so after action reviews,
24:55 where are sort of like a organizational development tool
24:59 and that's what we talked a lot about
25:01 was sort of using the aftermath of a shock
25:06 and being a leader in using a shock moment
25:10 to be able to say, okay,
25:11 when we do have some breathing room,
25:14 we really need to either document
25:17 or recognize what happened here
25:20 and not place blame,
25:21 but look at at how everything unfolded
25:25 and say, what is it that we need to do as individuals
25:27 and as an organization to better prepare for the next shock,
25:31 even if we don't know what that is, right?
25:32 <v Jodi>Exactly</v
25:33 <v ->We even talked about like Y2K,</v
25:36 if anybody- <v ->Oh, yeah (chuckles).</v
25:37 <v ->Didn't like Y2K, then everybody like panicked</v
25:39 about what was going to happen, right?
25:40 <v ->We shouldn't talk about that (chuckles),</v
25:41 we might be dating ourselves here (laughs).
25:44 <v ->I know, but just like even using that process</v
25:49 of reflection and improvement on a regular basis-
25:52 <v ->Exactly.</v
25:53 <v ->So one of the things I think about leadership</v
25:55 in terms of this current situation but others
25:58 is in even in a staff meeting
26:00 or if you don't have staff meetings
26:02 you probably should start having some kind
26:04 of regular meetings to be able to say,
26:06 okay, what are the kinds of things
26:07 that we should be thinking about or what could we be doing
26:10 at a time of stability, right?
26:12 So that's the thing is,
26:13 this work should not be done
26:15 when you've got a crisis knocking on your door, right?
26:19 It should be done
26:20 as part of your own internal organizational development,
26:24 like what are the kinds of things that we could do
26:25 on a regular basis to build our individual capacity,
26:29 address the concerns of individual members,
26:32 help to build up the skills of our individual members
26:35 like that's leadership, right?
26:36 That's leadership is doing that kind of work.
26:39 The other thing I wanted to just say about relationships.
26:43 In this class, I had a few guest speakers
26:46 and Ed Davis, who was my dear friend and colleague,

26:52 who was the Commissioner of Boston
26:54 and then was the Commissioner of Boston
26:56 during the marathon bombing.
26:57 And then also Carol Tienken,
26:59 who is the Chief Operating Officer
27:01 at the Greater Boston Food Bank.
27:03 And I asked them to talk to the class about relationships
27:07 and what do you think about relationships
27:09 when you're in a time of crisis?
27:11 And they had two different
27:12 but equally valuable perspective, right?
27:14 Both sort of recognized the importance
27:17 of having relationships and building those relationships
27:20 at a time of stability, right?
27:22 So that you can call people-
27:22 <v ->You gotta handle this.</v <v ->And you meet them, right.</v
27:25 And the importance of investing in that and thinking about,
27:28 well, who are our key stakeholders or who might we need,
27:31 let's just pretend something was gonna happen,
27:33 who are the different agencies that we would need
27:36 and not individuals, right?
27:38 Institutional relationship-
27:39 <v ->Oh very core to high level and individual level.</v
27:42 <v ->Yeah, individuals can go away, right?</v
27:45 But you want institutional.
27:46 But the other thing that Carol mentioned
27:48 that I thought was really valuable too,
27:49 was even the relationships that they built
27:53 because of the crisis
27:55 have become new relationships for them, right?
27:58 So, the idea I was sort of thinking,
28:00 yes, have all these relationships before
28:02 and she highlighted this idea that,
28:05 you know what, there are some people and agencies,
28:07 we just called up and said, we need you
28:08 and you need us, let's figure this out-
28:10 <v ->That's cool, that's really cool.</v
28:11 <v ->And she said those are now new relationships,</v
28:13 so those were really interesting, thanks.
28:16 <v ->Yeah and I think a lot of people</v
28:17 have their doors open now,
28:18 like if you can contact them,
28:20 unless they're overwhelmed,
28:22 a lot of people have a little bit more space
28:24 and so they actually respond, which is really cool.
28:27 But I wanted to get back to one thing
28:28 you were talking about with this whole idea of leadership
28:29 and people are looking to leadership,
28:31 like tell me where to go and what to do.
28:33 And what I actually think is really interesting
28:35 and this has been work that both you and I have done
28:38 for many, many years, when you think about the BLM Movement,
28:41 Black Lives Matter Movement,
28:43 one of the things that I think is so powerful

28:45 about that movement is this idea
28:46 that everybody really needs a voice.
28:49 And so when we think about leadership,
28:50 the old school definition of leadership is control, command,
28:54 tell me what to do, keep me safe oh, leader
28:58 so that I don't have to worry about it.
28:59 And actually I think the more resilient leadership
29:02 is really about empowering and sharing power
29:06 and bring people in.
29:07 And you talked a lot about this and this whole process
29:08 and I just think this idea of giving people the skills
29:12 to lead themselves
29:14 so that they're not always looking for somebody else
29:16 to make the decision
29:17 and then leaders basically saying, what is your thoughts?
29:20 So this whole point that you're talking about
29:22 is during non times of crises, building that capability
29:28 so that when you come into a crisis,
29:30 it's not just one person trying to solve a problem,
29:32 you have all these relationships that have been built
29:34 and you can now leverage them
29:36 and come up with an incredible solution.
29:39 Like for example, there's this one company
29:42 that I was doing some work with
29:43 and I was not part of this particular piece of it.
29:47 They created all this COVID response,
29:49 they had a lot of COVID response
29:50 they had to do for customer facing,
29:53 but they forgot to bring in the people
29:55 that were actually going to be delivering the response.
29:58 So then they did all this, all these,
29:59 everybody was talking about it behind the door
30:02 and then when they said to the people
30:03 that were gonna be the customer facing,
30:05 here it is, they were like, well, that's not gonna work,
30:08 so then they had to go back to the drawing board
30:10 and here when they went back to the drawing board,
30:12 they didn't bring in the customer facing people.
30:14 It's like, did you not learn the lesson?
30:17 You should have brought those people in
30:18 front of the beginning and they wanna help you design,
30:22 this is the whole idea of design thinking.
30:24 So they use a the very old school leadership approach
30:28 top-down and yes they were inclusive in some respects,
30:31 but they didn't think about the broader respect
30:33 and they didn't look at it from the customer viewpoint.
30:36 Part of me gets really frustrated by this
30:38 'cause I'm like, we know better, we know how to do this,
30:41 we teach this stuff.
30:42 And part of me is like, oh Lord, (laughs) what do you think?
30:47 <v ->Yeah, I mean, I think you're right.</v
30:48 First of all, I think that I wanted to say
30:51 it's like leadership 101, right?
30:53 But like the contemporary 21st century leadership 101,

30:58 you're not going to get...
31:00 I mean, you've everything you're talking about,
31:02 buy-in, participation, feedback,
31:06 successful implementation of whatever it is
31:09 that you're trying to get done,
31:11 if you don't involve the people who are doing the work...
31:14 I mean and I think that's where like things
31:16 like relational leadership, right?
31:18 So, like having relationships with people
31:21 in the organization,
31:22 knowing what people's strengths and weaknesses are
31:25 and really leveraging those in ways
31:28 that helps to give each person a voice and a role-
31:31 <v ->Yes.</v
31:32 <v ->In whatever it is you're trying to accomplish, right?</v
31:35 And also I think the other thing is,
31:38 really recognizing and sort of celebrating
31:41 and appreciating and valuing interdependencies, right?
31:45 <v ->Yes, this is your things, yes.</v
31:46 <v ->But one of us show up at work</v
31:48 and can get everything done on our own, right?
31:51 And like real real leaders, I think will sort of say,
31:57 I can't do my job unless you do yours,
32:00 what do you need from me or what do we need from each other?
32:04 And then as in leadership
32:06 is you're like a facilitator, right?
32:08 <v Jodi>Yes.</v
32:09 <v ->You're sort of facilitating</v
32:11 and I mean, you may need to feed your own ego,
32:15 but really your success comes from the ability
32:19 of everybody else to pull together
32:21 and do the thing that needs to be done.
32:23 And people in organizations won't do that
32:26 unless they feel valued- <v ->Yes.</v
32:28 <v ->Unless they feel like they're supported,</v
32:31 unless they feel like they are part of the conversation.
32:34 <v ->More on the psychological safety</v
32:36 that you talked about before too,
32:37 that's such a key ingredient.
32:39 <v ->Yeah.</v <v ->It's so interesting</v
32:40 so I did some research over the winter,
32:42 this is all pre-COVID and this stuff was already coming up
32:45 and one of the things I was talking about was this...
32:48 Historically, a lot of organizations,
32:50 especially male dominated organizations,
32:52 there's this egomaniac, they may be called a rainmaker,
32:55 it's somebody who is a complete, you know what?
32:59 Jerk!
33:00 But yet brings in a lot of money for the company.
33:02 Across the board these leaders that I spoke with
33:04 all talked about how that person,
33:06 they still may exist in pockets
33:08 but that person is now persona non grata-
33:10 <v Brenda>Yeah.</v

33:11 <v ->Because of exactly what you're talking about.</v
33:14 They realize that there is no single person
33:17 that is doing this and so relationships,
33:19 so if that person's out there making a lot of money
33:20 for himself, he's not bringing up
33:22 and I used the word "He" on purpose
33:24 because this is exactly who they were talking about.
33:26 He's not bringing up all these other people,
33:28 so he may be able to bring a lot of money,
33:30 but because he hasn't shared the skillset
33:32 across all these other people,
33:34 there are 10 other people who don't know how to do it.
33:36 So if you took all those other 10 people
33:38 and created shower makers,
33:40 now you're actually bringing in more money
33:42 for the organization
33:43 than with just miss Mr. Loud mouth Rainmaker,
33:45 who actually causes a lot of other damage.
33:47 So now what was shocking to me
33:50 and was really interesting finding
33:52 was is that these male leaders all said,
33:55 they were done with that kind of leader
33:57 and they couldn't get them out 100%,
33:58 but that that person was going away.
34:01 And that to me was such...
34:02 And that was pre-COVID,
34:04 so I imagine even now that's even more accentuated
34:07 post-COVID because that little-
34:08 <v ->Yeah and that reminds me a lot</v
34:11 of what I saw happen in Lowell
34:13 when the expectations from sort of these external forces
34:19 shifted the way that we thought about something, right?
34:22 So like the what's shifting the way
34:25 that we're thinking about leadership, right?
34:27 <v ->Yes, yes.</v <v ->And then turning</v
34:30 that shift into action,
34:31 I think is the way I imagine organizations will be adaptive
34:37 and successful and then people will be too, yeah.
34:39 <v ->Yeah, I think so too and I think that's...</v
34:41 If we think about leadership,
34:42 one of the things that is most important about leadership
34:44 is this role modeling effect.
34:46 And it's such a strong signal
34:48 of what that organization is about
34:49 and we know from a lot of the research
34:53 on the younger generations, Gen Z and millennials,
34:56 a lot of whom are here on this call,
35:00 what we know from the research...
35:02 And you all in the audience can tell me
35:04 whether that's true for you,
35:05 we know from the research that you all wanna work
35:08 in an organization that cares about people
35:10 and has a positive impact on the world.
35:12 And yes, you want to make money too,

35:14 'cause I don't think we should forget about this is and,
35:16 this is not an or, it's not care for the environment,
35:19 care for people or make money- <v ->Or make a living, right?</v
35:21 <v ->It's both, right?</v
35:22 It's an and this is something that we can totally do,
35:26 it's possible and this is why I'm so hopeful post-COVID
35:29 'cause I feel with the BLM Movement and with COVID,
35:32 we have this opportunity to think totally wholistically
35:38 about what's possible
35:38 and if you think about the way police forces can change,
35:42 there's so much opportunity to be integrated
35:46 into the community in a way that you were describing
35:48 that Lowell, this is like a positive thing,
35:51 not a negative thing (laughs).
35:53 <v ->I'm only laughing because it's so...</v
35:58 It's very hard to change, right?
35:59 <v ->Yeah, its so hard to change.</v
36:00 <v ->And of course, when you are not part of a group</v
36:05 that is happy with the status quo.
36:07 <v ->Right?</v
36:08 <v ->You're like, there's so much opportunity here, right?</v
36:09 But like, if you are part of a group,
36:11 whether it's the police, that I'm not,
36:12 I have totally drank the Kool-Aid on the police, so
36:15 (laughs)
36:16 as much as I feel like there's a lot of opportunity
36:19 for change, like we need them
36:21 and I think they are phenomenal for the most part.
36:23 But, I think whether it's you're talking about police
36:26 or you're talking about physicians or military
36:29 or people who work in different types of institutions,
36:33 if you're fine with the status quo,
36:37 then an opportunity for change,
36:39 isn't looking good from your perspective.
36:41 <v ->No, stay away.</v
36:42 (laughs) <v ->Right?</v
36:43 And so, and you see that, I think in a lot of,
36:47 sort of shifts around what's going on with policing, right?
36:50 Like, and part of it might be that they really
36:53 don't think changes needed.
36:54 <v Jodi>Right?</v
36:55 <v ->Or that might be that they don't have a voice, right?</v
36:57 And I think it's really important not to paint
37:02 a broad brush for any profession
37:05 or any institution or anybody
37:07 but I just think that's why participation,
37:11 like we gotta figure this out. <v ->We gotta have it.</v
37:13 <v ->Yeah.</v
37:14 <v ->I agree, and what I think is so important</v
37:15 is when we think about organizational
37:16 change so much of it's in the nuance
37:18 and the problem with we've got in the wider world right now
37:21 is there's no nuance in any of this discussion, right?
37:25 And real organizational change

37:27 because you have to look at all these different perspectives
37:29 is much more intricate,
37:31 it doesn't turn itself
37:32 into this beautiful CNN headline, right?
37:35 It's actually a much deeper and more rich story to it.
37:39 <v ->Yeah, so I think it's kind of cool.</v
37:40 <v Brenda>Yeah.</v
37:42 <v ->We've got a bunch of questions.</v
37:44 I wanna make sure that we capture them.
37:46 There was one question that I thought was pretty cool
37:49 because you talked a lot about resilience.
37:53 What do you think resilience means
37:55 in terms of leaders, employees, community
37:57 and organizations, how would you define that?
38:01 <v ->Well, I think one is,</v
38:06 resilience is sort of being able to,
38:09 and other people have said this,
38:10 and for anybody who's interested,
38:12 Harvard Business Review has like this really great
38:15 collection of work around resilience
38:19 but part of what I think it is,
38:22 is sort of just recognizing the reality
38:24 that's in front of you, right?
38:25 And this is comes from the research
38:27 it doesn't come from me, but I've seen this,
38:28 so I believe in it, right?
38:30 Recognizing the reality and then looking at the reality
38:34 as an opportunity, right?
38:36 Not dismissing what's ahead of you, right?
38:38 And saying, not denying it, not dismissing it,
38:42 but recognizing that the reality is,
38:45 we're facing this particular situation
38:48 where the leadership comes in is just making sure
38:51 that all along you're building the capacity
38:53 of the individuals to recognize the reality
38:56 and to take it in, right? <v ->Yeah.</v
38:58 <v ->So like if you have an institution</v
39:01 and people who sort of like,
39:02 okay well, here we are and this is what we're facing,
39:06 what are we gonna do about it, right?
39:07 And so being able to allow people to have that conversation
39:12 and being compassionate about people's concerns-
39:17 <v ->Yeah.</v <v ->Individuals concerns,</v
39:18 but then also saying, okay?
39:20 So given what we're facing, what can we do about it, right?
39:23 Like even in our institution.
39:25 Okay, so we've given what we're facing,
39:28 what are we gonna do about September?
39:29 What are we gonna do about our students?
39:31 What are we gonna do about international students?
39:33 What are we gonna do about capacity and distancing?
39:37 And like, so this is a reality we could either fold
39:40 or we can step up and come up with something
39:44 and be innovative by I think in trying to be creative-

39:46 <v ->Yeah.</v
39:47 <v ->in the way we do it, so.</v
39:48 <v ->I love that part the innovation part,</v
39:51 because that's actually also
39:51 where you get that joule of fun
39:53 for a lot I've seen that so many professors
39:56 have sort of stepped up to what's happening in the fall
40:00 and are excited by it, but not that they want it to happen,
40:05 but they're open and they're willing to do what is required
40:09 and they're thinking about it outside the box,
40:11 which is such a fun place to be.
40:13 And you've got to be in this awkwardness,
40:15 this difficult moment,
40:17 you might as well enjoy some of the innovation.
40:19 <v ->Well, and I think you can also, right?</v
40:22 The innovation comes from, well,
40:24 what I really want to do or stick with
40:28 is it really just about being in front of the class
40:30 or is it helping students learn
40:33 and introducing students, right?
40:34 So like there are multiple ways to do that, right?
40:36 <v Brenda>Yeah.</v
40:37 <v ->And so if you're in any other type of industry,</v
40:42 what is our purpose, right?
40:44 What is my purpose?
40:45 What is the meaning behind the work that we do, right?
40:47 And this is where I think a lot of the resilience
40:49 literature has gone in and come out
40:51 and this is where I see it apply.
40:53 What is the meaning behind the work that we're doing
40:56 and what are the different ways
40:57 in which we can achieve that meaning
40:59 even if we can't do it the way that we use to do it?
41:01 <v ->Yeah.</v
41:02 <v ->And so I think that's resilience</v
41:04 is how do you help people bring that idea to life.
41:09 <v ->Yeah, now I love it, I love it I think it's really good.</v
41:12 It's funny, 'cause I think there's so many different places
41:15 that we can go and we think about resilience
41:17 and I think a lot of places that I like to go
41:19 is that it's also about the individual's ability
41:22 and I always use the word self-efficacy,
41:24 there's so much research on self-efficacy
41:26 and for those of you who know the research,
41:29 you'll know what I'm talking about.
41:30 Self-efficacy is the trust you can manage
41:34 regardless of the situation
41:35 if you got the skills to persevere
41:38 and it's that trust in yourself
41:39 and going back to that internal thing
41:41 that we talked about before internal, external
41:43 and organizations but also internal external for us
41:46 as individuals and how important that is.
41:48 Another question that we had was this idea

41:50 of how do we incorporate intersectionality,
41:52 age, anti-racism work into creating opportunity from crises
41:57 and it's really interesting because I think this pressure,
41:59 the Black Lives Matter Movement
42:01 has raised this idea of inclusion
42:04 to a totally different level.
42:05 I've been doing inclusion work for multiple years
42:08 and I can tell you that the queries
42:10 that we're getting the work that we're being asked to do now
42:14 is much more real than the work
42:16 that we were being asked to do in six months ago.
42:18 Six months ago, a lot of organizations
42:20 were really at the perimeter and they weren't so interested,
42:24 they'll just want to check the box.
42:26 Now I see organizations willing to do the hard work.
42:28 For example, one of our people
42:30 that we're working with is bringing in,
42:32 they're having racism conversations,
42:35 like the really hard stuff
42:37 they're bringing it into the workforce
42:39 and it requires leaders
42:42 but I'm not sure about whether this is gonna last
42:46 because I think at the end of the day,
42:48 getting back to our point about sharing power,
42:50 it's requiring leaders to share power
42:52 in a way that they never have before
42:54 because we're really talking about
42:55 who owns the decision making power in the organization
42:58 and usually it's very much marginalized at the top.
43:02 So when you think about this,
43:04 what is your thought, like, how optimistic are you
43:10 that leadership and multitude of organizations
43:12 are gonna be able to make that process changes
43:15 the structural changes within the organization
43:18 to really get that voice to share that power,
43:21 to get that engagement,
43:23 how optimistic are you on that?
43:26 <v ->Marginally and here's where I think about this,</v
43:30 because I do think it's easy for us
43:34 to superficially check the box
43:38 or say that we're doing something, right?
43:40 I mean, you could come up with all kinds of ways
43:44 in which you see that happening.
43:47 <v Jodi>Yeah.</v
43:49 <v ->I think it's leadership combined with some kind of like</v
43:57 accountability mechanism of-
43:59 <v ->Yes.</v <v ->Literally</v
44:00 I'm thinking like a real pressure, right?
44:02 Like real pressure and I'll give you an example,
44:05 which is very unique to our situation
44:09 but maybe it's helpful for others to think about
44:11 how this might work in their world.
44:15 So, in my particular academic program,
44:18 which is the Master of Public Administration,

44:20 we have an accreditation we're accredited,
44:23 and accreditation means
44:24 that we have to meet certain standards
44:26 and this last year we were in our,
44:29 what was called our self study year
44:31 and then we went up for accreditation
44:33 and our self study year for the first time ever,
44:35 we had to create a diversity and inclusion plan.
44:39 <v ->Oh, wow, oh that's cool.</v
44:40 <v ->As part of our accreditation.</v
44:42 <v ->Huh?</v
44:43 <v ->So we never had anything like this before.</v
44:46 Fortunately, I offered to take the lead on this,
44:50 even though this is not my area of expertise
44:53 but I recognize like this is something
44:55 that we have heard feedback from students informally,
44:59 we've gotten information that like,
45:02 and I because I was chair before I had more information
45:04 about sort of like, how do people feel about things
45:06 and students with an alumni would talk about things.
45:09 So this requirement forced us to, first of all,
45:14 just look at, well,
45:15 what are other institutions doing around this?
45:18 What are the kinds of things that we could do?
45:22 And then we had to sort of inventory
45:25 what we were already doing as an academic program
45:29 and then propose what will we plan to do going forward
45:31 and we had to do that across a number of different things,
45:34 recruiting and hiring a faculty full-time faculty adjuncts.
45:38 This went and when you go back to like,
45:41 how much work is this and what people really do it,
45:45 and we are currently doing this
45:47 looking at every single reading that we provide
45:51 to students in our programs. <v ->Oh, wow!</v
45:52 <v ->Every single guest speaker,</v
45:55 who are the authors of these readings,
45:57 what perspective does this offer?
45:59 Are we being diverse in our perspectives?
46:01 Are we making sure that we are being inclusive
46:05 and using inclusive language?
46:07 And so the readings and the guest speakers
46:10 and any kind of event or anything.
46:12 So, my point is, we would never have gone
46:16 to the level of depth that is being asked of us
46:20 if it wasn't for that external pressure
46:22 around our accreditation
46:23 and it's not that we don't care about this,
46:25 and it's not that we are not conscious of this,
46:27 it's written into our mission as a program
46:31 but the level of depth and the level of conversation
46:34 that is happening because we have to do this is amazing.
46:38 It's amazing. <v ->Yes.</v
46:39 That's cool.
46:40 <v ->Now we have this diversity and inclusion plan</v

46:43 and every year now we inventory
46:46 what we're doing in our classes, what readings,
46:48 and then we're reporting that back out
46:50 to our accrediting body
46:51 but I'm not one who likes to top down.
46:56 <v ->(laughs) Know me.</v
46:58 <v ->But-</v
46:59 <v ->Sometimes to (indistinct).</v
47:01 <v ->I think for very difficult conversations</v
47:03 that most people don't want to tackle
47:05 or don't feel equipped to tackle
47:06 I think (chuckles) you have to forced.
47:09 <v ->I think you're right.</v
47:10 And the other thing we always talk about
47:12 is you got to measure it, right?
47:13 You got to measure it
47:14 and then you got to put that measurement,
47:15 those goals in the evaluation piece.
47:17 So you get evaluated for it.
47:19 We have just a few minutes left
47:20 and so we've got a bunch of questions,
47:22 but if you have any questions please type them in
47:24 and we can get to them.
47:28 One of the things that we...
47:30 One questions is organizations
47:33 that lack sustainable processes
47:35 and structure suffer the worst and crises.
47:38 What would be your perspective on how these organizations
47:41 can start to build resilience when they suffer
47:43 from other organizational pathologies?
47:45 Which is really interesting.
47:47 <v ->What do you think of that?</v
47:48 I mean, I...
47:49 <v ->Well, what I think about it is that,</v
47:52 I think whenever you have a crises,
47:54 people's true colors show up
47:56 and you can see an organization's pathologies plain as day
47:59 and you can see people's pathologies plain as day
48:01 because in a crisis, people don't have that barrier
48:05 that slow thinking brain is sort of like reduced
48:09 and so you're seeing the raw person for good or for ill
48:12 and I think we're seeing a lot of ill
48:14 and I think we're seeing a lot of good.
48:15 So if you have a leader that's capable of seeing that,
48:20 it's an opportunity to fix it
48:21 'cause again, we're back at this place
48:22 where the disruption because the COVID
48:24 enables you to actually fix it
48:26 in the moment without resistance.
48:28 But oftentimes when you have an organization
48:30 with this kinds of pathologies,
48:32 the leaders can't see it
48:33 and they perpetuate pathologies
48:36 and so with that what's happening

48:36 is the pathologies get worse
48:38 and create all sorts of downstream challenges.
48:41 And so what I see happening is
48:43 as those are the organizations
48:44 that aren't gonna do very well,
48:46 they're gonna suffer a lot
48:47 and I don't see those kinds of organizations
48:50 having the capabilities to weather it
48:52 and so maybe that's a good thing
48:54 and so they'll get replaced,
48:56 which is probably the only way it's gonna work,
48:58 because it takes a lot of effort for an organization
49:00 in a bad place to get themselves in a good place
49:03 in my experience that's what I see.
49:04 What do you think? <v ->Yeah, I would agree.</v
49:08 I know from students anyway and from my own observations,
49:12 that crises really shines a light on the weaknesses
49:17 and the problems in processes or organizations, right?
49:22 But I've also seen that it's also given
49:24 the same individuals, right?
49:26 Students who just so happened to also be practitioners
49:29 a window to or an opportunity to speak up
49:32 and say, we really need to be fixing
49:33 these kinds of things. <v ->Yes.</v
49:35 <v ->And there's no hiding from it, right?</v
49:37 Like, so if you have that psychological safety, right?
49:40 Like if you have the ability to say
49:43 to somebody in the organization this is really a problem
49:47 and we should try to fix this you can't hide as much there.
49:52 And I think this issue of survival, right?
49:56 And I think
49:56 it's whether it's individual professional survival.
49:59 <v ->Right?</v
50:00 <v ->Because everybody now is seeing your weakness</v
50:03 as a leader or a contributor, right?
50:05 So it's not just-
50:06 <v ->So it's against service center.</v
50:07 <v ->Right.</v
50:08 So if there is something clearly broken or problematic,
50:12 you're at a fork in the road you can sort of say,
50:15 okay, let's fix it. <v ->Okay.</v
50:17 <v ->Or I'm gonna continue to pretend</v
50:20 that it's not there or shift attention,
50:24 which I know we see that a lot shifting attention.
50:29 <v ->But it's still there</v
50:30 and everybody's still knows it's there.
50:31 <v ->Yeah.</v
50:32 (laughs)
50:34 <v ->So I don't think we're going to be able to answer</v
50:36 any more questions I'd just like to say,
50:37 why don't you have a couple of closing words,
50:40 if you can summarize your philosophy
50:43 on organizational change and leadership.
50:46 I mean that you don't have to do

50:48 the big, big change summary,
50:49 but just like some of the key points,
50:51 or maybe even better, why don't we do this?
50:53 Why don't we say,
50:54 because most of the people here are active leaders.
50:57 What is one thing that they could do
51:00 to actually make themselves a better leader?
51:02 What would you recommend?
51:03 And I add some ideas to think about it
51:05 and I can go first or choice.
51:07 <v ->Well, I don't know, there's many probably,</v
51:08 but the first thing I think about is listen, right?
51:12 Be a good listener because if you're a good listener,
51:15 you're hearing what people are saying
51:17 and then you can think about it in relation to like,
51:20 well, what do I think about that?
51:21 <v ->Yeah.</v
51:22 <v ->And then what can I do with that information?</v
51:24 And even if you don't necessarily agree with
51:29 or align with what somebody else has to say,
51:32 listening and recognizing that you've heard them
51:34 and then perhaps explaining
51:36 or communicating why you think differently
51:40 or why you're taking a different course of action
51:42 is an indication of a leader, right?
51:44 And so don't just say, thanks for your advice,
51:47 that was really interesting and that's it, right?
51:48 <v ->Yeah.</v <v ->You don't end it.</v
51:49 It's an iterative ongoing
51:51 sort of relationship building process.
51:53 So I think the listening and the communicating.
51:56 <v ->I love that.</v
51:57 And actually I'm gonna build on that
51:58 because I think to add to that I think
52:00 one of the most important things
52:01 that leaders can do today is perspective taking,
52:04 we talked a little bit about empathy and compassion
52:08 and this idea of spending a day in shoes of somebody
52:12 like literally maybe somebody that's African-American
52:16 and you wanna understand their experience
52:18 and maybe at the next time you're in a store
52:21 and you see an African-American watch,
52:23 how people react to them- <v ->Yeah.</v
52:24 <v ->Just observe, right?</v
52:26 Or ask your female colleague,
52:29 who's trying to balance her job and her kids
52:32 because her husband isn't helping
52:34 or she doesn't have a spouse
52:35 what it's like for her to do this or try it yourself.
52:40 Like tell your spouse to go away
52:42 and you manage everything yourself to see how it feels.
52:45 I think building this perspective
52:46 and understanding things from a different view
52:49 is an aha moment

52:50 and I think leaders need to do it a lot more
52:53 than they've done it and stop making assumptions
52:56 and start asking questions.
52:57 So I think listening
52:59 and they asking questions piece combined.
53:01 <v ->Yeah, I love it, thanks.</v
53:02 <v ->So everybody I wanna thank you</v
53:04 for sticking with us today,
53:05 `I hope you got some nuggets
53:07 that you can find a use or value.
53:09 Simply you've seen a little bit of our philosophy
53:11 on what 21st century leadership looks like
53:13 and what that can mean for organizations.
53:16 So have a great week and we'll look forward
53:19 to seeing you next time, thanks.
53:21 <v ->Thanks Jodi.</v <v ->Bye.</v
53:22 <v ->Thank you.</v